Futuristics & Law Enforcement--The Millennium Conference
July 10 - 14, 2000
FBI Academy
Quantico, Virginia

Introduction

For the first time since 1991, a futures conference was held at the FBI Academy in Quantico, Virginia. Entitled "Futuristics & Law Enforcement--The Millennium Conference," this event was attended by distinguished individuals with diverse backgrounds, including policing, academia, and literature. The purpose of the conference was to take the first steps toward producing a vision for policing in the 21st century in five areas: The Future of Technology and Its Effect on Law Enforcement; The Future of Leadership and Management in Policing Agencies; Future Crime/Future Law; The Future of Policing Practices and Philosophies; and The Changing Face of America--Demographics and Policing. The attendees examined possible futures for law enforcement and formulated strategies that police leaders will be able to employ to create the "preferred future" for their agencies and communities.

In order to accomplish the very ambitious goals of the conference, a modified Nominal Group/Delphi surveying process was employed. Group members were asked to formulate possible future trends in their areas of interest. Once these trends were formulated, group members anonymously voted on the likelihood that a particular trend would occur by a certain year as well as the impact that the trend would have on policing by that year. Multiple rounds of voting were conducted to allow participants to modify their opinions based upon the input of their peers. The preliminary results of the conference appear below. Because group discussions are continuing on-line, these results are subject to modification. Both the enclosed results and the final product will represent the considered judgments of the participants but will not necessarily reflect the views of the FBI or the Department of Justice. The final version of the conference proceedings will appear in 2001. At that time, information on how to acquire a printed version will appear on this web site.

Attendees

Attendance at "Futuristics & Law Enforcement--The Millennium Conference" was by invitation only. The desire of the conference organizers was to obtain a broad cross-section of opinion relating to the future of policing. As such, participants of diverse backgrounds, both from inside and outside of law enforcement, were included. All had distinguished themselves in their chosen professions. As well, each had demonstrated a capacity to think creatively which all but guaranteed lively, thorough, and insightful discussions on all issues. These distinguished attendees included:

Plenary Speakers:

Mr. Dennis Bushnell National Aeronautics and Space Administration	Future Strategic Issues
Mr. Greg Bear Science Fiction Author	Future Crime
Dr. Gary Sykes Southwestern Law Enforcement Institute	Ethics in the 21st Century
Chief Gordon Bass Jacksonville Sheriff's Office	Management in the 21st Century
Ms. Tammany Mulder Bureau of the Census	Demographics in the Information Age
Mr. Joel Garreau Washington Post The Edge City Group	Networks and Hierarchies

Televised Panel Discussions

"Technology, Training, and the 21st Century Officer"

Host:	Ms. Penelope Parrish Law Enforcement Communications Unit, FBI
Moderator:	Dr. Bernard Levin Blue Ridge Community College Waynesboro, Virginia, Police Department
Panelists:	Dr. Michael Buerger Northeastern University
	Captain Thomas Cowper New York State Police
	Dr. Michael Birzer Washburn University
Producer:	Ms. Diana Morgan Technical Services Unit, FBI

"Privatization and Policing in the 21st Century"

Host:	Ms. Penelope Parrish Law Enforcement Communications Unit, FBI
Panelists:	Mr. Cliff Maurer Carter-Wallace, Inc. International Association of Chiefs of Police
	Supervisory Special Agent John Michael Bellus Federal Bureau of Investigation
	Captain Al Youngs Lakewood, Colorado, Police Department
Producer:	Ms. Diana Morgan Technical Services Unit, FBI

Group Members (With Breakout Presentations As Noted)

Group 1:   The Future of Technology and Its Effect on Policing

Dr. John Jarvis: Facilitator
Behavioral Science Unit, FBI

Ms. Ashley Backman: Recorder
Yale University

Mr. Greg Bear
Science Fiction Author

Mr. Marc Caplan
National Institute of Justice

Capt. Thomas Cowper: Multi-Agency/Multi-Jurisdictional
New York State Police   Communication Systems"

Lt. Charles "Sid" Heal   The Magic Bullet: The Ultimate
Los Angeles County   Non-Lethal Weapon"
Sheriff's Department

Special Agent Edward Lewis
United States Secret Service

Ms. Ronnie Paynter
Law Enforcement Technology

Dr. Kathryn Scarborough
Eastern Kentucky University

Group 2:   The Future of Leadership and Management in Policing Agencies

Mr. Arthur Westveer: Facilitator
Behavioral Science Unit, FBI

Ms. Kristen Zajac: Recorder
Federal Bureau of Investigation

Chief Gordon Bass
Jacksonville, Florida, Sheriff's Office

Dr. Michael Birzer   **The Pedagogy of Police**
Washburn University   **Training**

Mr. Trent DePersia   **Technologies for Law**
National Institute of Justice   **Enforcement Applications**

Sergeant Peggy Price Johnson
Duluth, Minnesota, Police Department

Supervisory Special Agent Robert E. Lee
Federal Bureau of Investigation

Deputy Chief Dennis McKnight
Bear County, Texas,
Sheriff's Department

Mr. Laszlo Toth   **The Hungarian National Police**
Hungarian National Police   **in the 21st Century**

Mr. Kenneth Whitman
California Commission on Peace Officer
Standards and Training

Group 3:   Future Crime/Future Law

Captain Gerald Konkler: Facilitator
Tulsa, Oklahoma, Police Department

Ms. Rachel DeVelder: Recorder
Federal Bureau of Investigation

Dr. Don DeNevi
San Francisco State University

Supervisory Special Agent Daphne Hearn **Federal Bureau of Investigation**	**Organized Crime in the** **21st Century**
Mr. Eric Jefferis **National Institute of Justice**	
Professor Brian Levin **California State University, San Bernardino**	**Recent Supreme Court** **Decisions in Criminal** **Law and Their** **Implications**
Ms. Sandra "Sunny" Schwartz **San Francisco Sheriff's Department**	**RSVP (Resolve to Stop** **the Violence Project)--** **Violence Prevention**
Special Agent Darrell Skaggs **Drug Enforcement Administration**	
Mr. Thomas Sunderland **John Jay College of Criminal Justice**	

Group 4:   The Future of Policing Practices and Philosophies

Dr. Bernard "Bud" Levin: Facilitator
Blue Ridge Community College/
Waynesboro, Virginia, Police Department

Ms. Ronnie Bobbitt: Recorder
Federal Bureau of Investigation

Ms. Jeri Boisvert
Minnesota Department of Public Safety

Dr. Michael Buerger   **Boardrooms, Bedrooms**
Northeastern University   **and Back Alleys**

Dr. Michael Campion
Police Psychologist

Deputy Chief Ron Glensor
Reno, Nevada, Police Department

Inspector Gareth Morgan   **Community Policing in**
West Midlands, United Kingdom, Police   **the United Kingdom**

Mr. Greg Saville
University of New Haven

Group 5: The Changing Face of America--Demographics and Policing

Major Tyree Blocker: Facilitator
Pennsylvania State Police

Ms. Heather Notter: Recorder
Federal Bureau of Investigation

Chief Michael Berkow   **Policing a Divided Society**
South Pasadena, California,
Police Department

Special Agent Juliann Brunzell
Minnesota Bureau of Criminal
Apprehension/International
Association of Women Police

Mr. Gerard Cleveland   **Youth and Police: Breaking the**
Toronto Public Schools   **Barriers**

Dr. James Conser   **Privacy Rights and Public**
Ohio Peace Officer Training Commission   **Safety in a Digital World**

Dr. John MacDonald
University of South Carolina

Dr. Allen Sapp   **The Changing Family and**
Central Missouri State University   **Individualism**

Statistical Analysts

    Ms. Shinah Kim
    University of California, San Diego

    Ms. Marianna Politzer
    Fordham University School of Law

    Ms. Edith Rickett
    Howard University

Conference Coordinators

    Ms. Anna Grymes
    Behavioral Science Unit, FBI

    Ms. Cynthia Laskiewicz
    Behavioral Science Unit, FBI

    Supervisory Special Agent Carl J. Jensen, III
    Behavioral Science Unit, FBI

    The coordinators also wish to acknowledge and thank the many other employees of the Federal Bureau of Investigation who made this conference possible.

Preliminary Results

Prior to the conference, it was recognized that attempting to galvanize opinion on expected trends and recommended strategies would likely require more than the four days set aside. To that end, prior to their arrival in Quantico, attendees were asked to submit a list of possible trends. From the time of their arrival on Monday until their departure on Friday, participants engaged in group discussions and individual, anonymous voting to estimate the likelihood of occurrence and expected impact on policing for each trend. As well, each group formulated strategies that it thought policing agencies should consider in order to achieve the best possible future for the organization and community. In the spirit of the Delphi surveying process, trends and strategies were voted upon multiple times. The ratings listed below represent the average of individual group members' votes of the likelihood that a trend will occur by a specified date as well as its expected impact on policing. Each likelihood rating is expressed as a percentage[1] (e.g., "there is a 56% chance that trend "x" will occur by year "y") while the impact rating follows the following scale: No impact = 0; Little impact = 1; Moderate impact = 2; Significant impact = 3; Great impact = 4. In addition, some groups arranged strategies in order of importance; that is, those strategies believed to be the most important were listed first. Where this occurred, it will be noted. To attain the strategy rankings, each group member voted individually and anonymously. The listings, therefore, represent the average of individual group members' votes. Occasionally there was wide disagreement between group members with regard to specific trends and/or strategies. Of course, such disagreement is not reflected in mean values. The final report, therefore, will contain some measure of intragroup variability.

Following the conference, several of the groups requested more time to further discuss and vote on issues. As such, listservers were set up to facilitate group communication, which continues to this day. Therefore, the below listed results are preliminary in nature. It is fully expected that groups may change their view of the future or formulate new trends and strategies prior to the publication of the final report. In addition, because it has not been finalized, the information below does not include the very important narrative portion

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[1]It is recognized that, in statistics, "likelihood" is not generally expressed as a percentage. However, for the purposes of the conference, it was decided that doing so would offer the most understandable and manageable way to gather and analyze information.

that explains the group's rationale for its ranking of each trend. And, while many contradictory and redundant trends and strategies are present in this draft, it is expected that most will be resolved prior to the publication of the final report.

The very nature of futures studies dictates that there is often little finality in a "final" product. In order to remain vibrant, creative, and worthwhile, forecasts are constantly reexamined and refined. To that end, it is hoped that the results of the conference will be viewed as the beginning rather than the end of the journey. The conference participants and coordinators will feel most gratified if the below listed trends and strategies spark discussion and debate within policing and provide leaders with possible paths forward.

The below listed trends and strategies were formulated solely by participants and do not necessarily represent the opinions of the Federal Bureau of Investigation (FBI), the United States Department of Justice (DOJ), or any participant's agency. Further, the inclusion of these trends and strategies on the FBI web site does not represent an endorsement of them by either the FBI or DOJ.

Group 1: The Future of Technology and Its Effect on Law Enforcement

Trends

1. **Trend:**   **Technology allowing you to change your fingerprints will exist.**

Year:	2005	2010	2015	2020
Likelihood (%):	26	32	45	55
Impact:	1.7	1.7	1.7	1.4

2. **Trend:**   **Classroom training for police agencies will be provided on the Internet.**

Year:	2005	2010	2015	2020
Likelihood (%):	61	79	81	84
Impact:	2.4	2.7	3.0	3.0

3. **Trend:**   **Criminal Justice Education with an emphasis on change will exist.**

Year:	2005	2010	2015	2020
Likelihood (%):	55	67	76	84
Impact:	2.4	2.7	2.8	2.9

4.   Trend: There will be more departments with computer crime units and even smaller departments will employ "cyber cops" (those trained in the investigation of computer crimes).

Year:	2005	2010	2015	2020
Likelihood (%):	55	66	68	70
Impact:	2.8	3.2	3.0	3.0

5.   Trend: Creative training methods such as online training and computer-based training simulations will be the norm, as they will be a way for smaller departments to train officers on new technologies without breaking the bank.

Year:	2005	2010	2015	2020
Likelihood (%):	57	65	74	81
Impact:	2.3	2.9	3.1	3.1

6.   Trend: Thinking/reasoning machines (robots) and digitally engineered personalities (cyber-agents programmed with complex emotions, intelligence, reasoning, and personality traits) will achieve and surpass human level intelligence.

Year:	2005	2010	2015	2020
Likelihood (%):	3	9	16	31
Impact:	0.6	1.0	1.6	1.9

7.　Trend:　Genetic engineering and biotechnology will allow the direct biological adaptation of machine based components to the human brain/central nervous system (i.e., memory, vision, computational power, communication, networking).

Year:	2005	2010	2015	2020
Likelihood (%):	21	29	40	47
Impact:	0.7	1.3	1.7	2.3

8.　Trend:　Collaborative technologies that will positively identify individual(s) as present at the scene of a crime as well as technologies that will enable law enforcement agencies to detect concealed contraband hidden on suspects will be developed.

Year:	2005	2010	2015	2020
Likelihood (%):	51	56	62	69
Impact:	2.9	3.0	3.4	3.6

9.　Trend:　Truly effective nonlethal options for subduing violent individuals will be in use.

Year:	2005	2010	2015	2020
Likelihood (%):	41	62	72	85
Impact:	2.4	2.7	3.0	3.0

10. Trend: Truly effective hand-held concealed weapons detectors will be available to identify armed suspects.

Year:	2005	2010	2015	2020
Likelihood (%):	47	69	76	84
Impact:	2.3	2.4	2.6	2.7

11. Trend: Personally tailored, artificial intoxicants will replace more traditional drugs. These drugs will first become popular among the well-to-do but will eventually spread to all groups. These new drugs will have few deleterious side effects and no addictive potential. Drug enforcement and restriction will become un-workable.

Year:	2005	2010	2015	2020
Likelihood (%):	27	41	47	48
Impact:	1.2	1.7	1.7	1.5

12. Trend: Wearable recording systems and private surveillance will combine to make most activities in publicly accessible areas (and many in private) available to law enforcement. Home burglaries will drop, muggings will decline, corporate theft will be reduced. "Shadows" and anonymity will be very difficult to find.

Year:	2005	2010	2015	2020
Likelihood (%):	46	54	63	74
Impact:	2.3	2.9	3.1	3.3

13. Trend: Biometrics as an identification tool will be used for many purposes to include perimeter access, bank transactions, identification of known criminals, and ultimately, as a database for the identification of all persons.

Year:	2005	2010	2015	2020
Likelihood (%):	46	59	70	81
Impact:	2.6	3.0	3.1	3.4

14. Trend: Law enforcement training methods will become more standardized for all with future technology, allowing city/county/state/federal departments to be trained alike on similar issues. Virtual reality computing hardware and software will be utilized.

Year:	2005	2010	2015	2020
Likelihood (%):	25	44	54	72
Impact:	2.3	2.3	2.4	2.6

15. Trend: The longevity of life will increase significantly.

Year:	2005	2010	2015	2020
Likelihood (%):	18	26	34	47
Impact:	0.8	1.2	1.5	2.0

16. **Trend:** **There will be continued controversy surrounding new technology**

Year:	2005	2010	2015	2020
Likelihood (%):	20	30	40	35
Impact:	1.5	1.5	2.5	2.0

17. **Trend:** **There will be strong scrutiny of new technologies**

Year:	2005	2010	2015	2020
Likelihood (%):	30	35	45	50
Impact:	2.0	2.5	3.0	3.0

18. **Trend:** **Crimes committed against high technology-dependent systems, or activities that utilize those systems to further criminal pursuits, will increase dramatically.**

Year:	2005	2010	2015	2020
Likelihood (%):	53	68	73	78
Impact:	2.9	3.3	3.6	4.0

19. **Trend:** **Wireless technology will supplant wired networks. This will be coupled with voice recognition/hands-free devices that will combine the functions of cellphones, radios, Palmpilots, computers, video cameras and GPS units, and may include wearable devices that will allow the processing and exchanging of data from any location.**

Year:	2005	2010	2015	2020
Likelihood (%):	57	68	81	92
Impact:	2.5	3.3	3.9	3.9

20. Trend: Policing agencies will be forced to commit significantly more resources in an effort to keep up with hacking/cracking trends.

Year:	2005	2010	2015	2020
Likelihood (%):	61	68	69	72
Impact:	2.9	3.3	3.8	3.9

21. Trend: With the proliferation of wireless communications, ownership and use of the airwaves will continue to be fiercely debated. Piracy of the airwaves will emerge as a serious crime. In some cases, as when emergency police, medical, and other services are affected, it will be viewed as a violent crime.

Year:	2005	2010	2015	2020
Likelihood (%):	46	56	60	65
Impact:	2.0	2.6	2.9	2.9

Strategies (No Order)

1. Encourage aggressive research and development of nonlethal weapons and apprehension technologies.

2. Form partnerships with academic institutions (in a variety of disciplines) to educate and train personnel in emerging technologies which impact the policing profession.

3. Take a graduated implementation strategy with regard to artificial intelligence, forensic identification, and technology while maintaining respect for an individual's civil rights.

4. Extensive education and information dissemination is essential to mitigate societal "backlash" in response to new technologies.

5. Due to the lack of knowledge and resources to combat cybercrime, police must seek more funding for education and training to combat these crimes.

6. Law enforcement agencies need to have proactive planning programs to monitor trends, discuss and develop new strategies, and facilitate and respond to emerging trends.

7. Due to the lack of knowledge and resources to combat cybercrime, law enforcement must form a variety of partnerships with both public and private entities.

8. Law enforcement agencies and personnel should be encouraged to further experiment with new artificial intelligence and biometric technologies and should adopt these technologies when they become viable.

9. A proliferation of new benign, mind-altering activities/substances will require the redistribution of certain resources in law enforcement.

Group 2: The Future of Leadership and Management in Policing Agencies

Trends

1. **Trend:** The dominant presence in the workforce of Generation X-ers will require police supervisors, managers, and executives to possess high levels of competence in interpersonal relations, coaching/counseling and mentoring. In addition, police leaders will need to develop the ability to engender "follower-ship" in subordinates. Supervisors increasingly will be Generation X-ers who will bring a new level of creativity to the workplace.

Year:	2005	2010	2015	2020
Likelihood (%):	51	61	74	88
Impact:	2.4	2.8	3.6	4.0

2. **Trend:** Public safety coordination will increasingly require new forms of problem solving, work groups, and organizational structures..

Year:	2005	2010	2015	2020
Likelihood (%):	48	60	76	85
Impact:	2.8	3.4	4.0	3.6

3. **Trend:** Future success may require modified agency structures and working relations.

Year:	2005	2010	2015	2020
Likelihood (%):	30	40	60	72
Impact:	1.6	2.2	3.0	3.2

4.   Trend: Peace Officer minimum educational requirements will
                      increase.

      Year: 2005   2010   2015   2020

      Likelihood (%): 41   62   81   93
      Impact: 1.8   3.0   3.8   4.0

5.   Trend: The importance of civilians in police forces is increasing
                      as more unsworn staff are needed to address evolving
                      business, technical, analytic, legal, training, and funding
                      aspects of law enforcement. Looking toward the
                      future, there may also be rising support for
                      privatization and outsourcing of certain non-law
                      enforcement and administrative functions while law
                      enforcement handles traditional duties and
                      responsibilities.

      Year: 2005   2010   2015   2020

      Likelihood (%): 42   55   72   85
      Impact: 2   2.6   3.8   4.0

6.   Trend: Comprehensive strategic plans that will provide for
                      agencies to deliver policing services in a very different
                      way with identifiable performance measures and clearly
                      stated vision, mission, and values statements will be
                      implemented.

      Year: 2005   2010   2015   2020

      Likelihood (%): 37   55   73   89
      Impact: 2.2   3.2   3.8   4.0

7.   Group 2 members also identified the following trends but to date have not had an opportunity to vote on them. As such, only the trends themselves will be listed:

-- High tech crime threats will increase exponentially (e.g., Internet crimes, computer intrusions, crimes against children, infrastructure threats) requiring new management techniques and technical recruitment strategies.

-- Crime will increasingly shift to the suburbs requiring new managerial planning practices to ensure investigative resources are allocated appropriately within the suburban offices.

-- Demographic shifts in the population in terms of both immigration and domestic migration will require new managerial recruitment strategies to ensure a diversified workforce.

Strategies (In Descending Order of Importance)

1. Strategic planning issues: Law enforcement must adopt integrated, collaborative, multi-disciplinary planning to ensure that organizations are able to meet the challenges of the future and correlate budgets to strategic planning priorities and results. Law enforcement must establish best practices to more effectively project the future.

2. Leadership Issues: There is a need for more role models/ mentoring within the law enforcement community. Potential leaders must be identified early on and then given special training and rotational/shadowing opportunities to ensure career development and to maintain a high level of professionalism within the law enforcement community.

3. Change Management: Organizational leadership changes due to the flattening of management hierarchy will radically change the culture in police organizations. There is a need to ensure that sufficient attention is given to organizational and cultural change management to ensure that the proper values and work environment are present to foster continued institutional viability and innovation.

4. Recruitment, Retention, & Training Issues: Departmental guidelines regarding tenure and promotion may require some examination so that organizations have the flexibility to promote and retain personnel appropriately, especially among the high tech work force as Internet/computer intrusion/ child pornography/ infrastructure threats increase.

5. Changing Supervisory Attribute Requirements: Flattening of the organizational hierarchy will be necessary to devolve power and foster team oriented problem solving approaches. As we go about flattening the hierarchy, however, we must come up with some other sort of modification to the pay structure to compensate for this compression of management and to ensure retention of the best and brightest personnel.

6. Changing Supervisory Attribute Requirements: The rigid paramilitary style should be replaced by work teams consisting of line level officers, community members, and corporate members, all partnering together to accomplish public safety.

7. **Changing Supervisory Attribute Requirements:** The current squad structure must be modified to give way to more productive and creative teams of officers who, having been empowered with more autonomy, will become efficient problem solvers, thus strengthening the ties between the police and the citizenry.

8. **Changing Supervisory Attribute Requirements:** The current generation needs some new skills and attributes from supervisors to allow efficient management in terms of employee development. In particular, supervisors will need to allow for creativity and innovation for success.

9. **Changing Supervisory Attribute Requirements:** Law enforcement agencies should begin to experiment with "networked" leadership of matrix management rather than the traditional forms of hierarchical management

10. **Peace Officer Educational Requirements:** Law enforcement agencies must study the impact of increased educational requirements on recruitment and retention of qualified police officer candidates and develop response strategies.

11. **Changing Supervisory Attribute Requirements:** Community policing and problem solving should increase, thereby strengthening ties between the police, citizenry, and corporate partners.

12. **Enhance image of law enforcement/ raise public consciousness/ trust:** Law enforcement offices will increasingly need a media/ public relations representative to provide not only press releases but foster an increased public awareness of the positive role law enforcement is having on the community.

13. **Privatization Issues:** If the public sector encounters difficulties in keeping up with demand in certain areas, specialized areas of the police responsibilities may be privatized; however these should most likely be administrative or support functional areas as opposed to primary policing responsibilities. (e.g., outsourcing of functions like administering polygraph examinations, loading data, etc.). To ensure proper strategic planning, law enforcement should explore legislative means to determine whether privatization is permitted, prohibited, or legislation can be enacted to permit privatization of certain functions. Where privatization occurs, there should be very clear selection and training standards to ensure that integrity and ethics are not compromised.

14. **Changing Demographics:** To keep pace with changing demographic trends in terms of immigration and domestic migration, law enforcement must develop recruitment plans to ensure a diversified workforce.

15. **Bolster Citizen Involvement:** Public awareness and trust should be enhanced through establishment of citizens' police academies and citizen police panels.

16. **Peace Officer Educational Requirements:** We must move toward professionalization of the law enforcement profession, which mandates continued learning throughout the careers of personnel.

17. **Shifting Crime Patterns:** As crime increasingly moves to the suburbs, law enforcement must strategically plan its resource requirements to ensure that smaller offices will be equipped to meet future challenges.

18. **Bolster Citizen Involvement:** In order to provide a realistic view of policing to the public, employees should be encouraged to submit articles detailing police accomplishments to mainstream magazines and journals, as appropriate.

    Group 2 members also identified an additional strategy but to date have not had an opportunity to vote on it:

    Arbitration Mechanisms: Leaders should develop and implement measures to deal with and overcome resistance to change.

Group 3: Future Crime/Future Law

Trends

1.   Trend: **Cybercrimes will dramatically increase the need for responsive laws and enforcement operations.**

Year:	2005	2010	2015	2020
Likelihood (%):	78	84	89	91
Impact:	2.8	3.0	3.5	3.5

2.   Trend: **Policing will have to deal with increasing incidents of civil unrest due to fractionalization and spontaneous, unchecked, violent outbursts.**

Year:	2005	2010	2015	2020
Likelihood (%):	50	58	60	66
Impact:	3.0	3.0	3.3	3.3

3.   Trend: **A weapon of mass destruction (either traditional explosives, nuclear, biological or chemical) will be employed domestically causing more than 250 fatalities.**

Year:	2005	2010	2015	2020
Likelihood (%):	60	69	76	85
Impact:	3.0	3.3	3.5	3.5

4.   Trend: Perceived law enforcement abuses (e.g. in areas of use of force, racial profiling, drug enforcement, investigative techniques) will result in statutory restrictions on or the elimination of police practices such as stop and frisk, vehicle stops involving less than probable cause, and the use of confidential informants.

Year:	2005	2010	2015	2020
Likelihood (%):	39	46	50	53
Impact:	2.5	2.8	3.0	3.0

5.   Trend: Enhanced home/group home/ isolation room electronic monitoring will reduce demand for prisons even for serious offenders. Traditional incarceration, as a means of corrections, will become greatly modified, but will not totally disappear.

Year:	2005	2010	2015	2020
Likelihood (%):	28	35	40	46
Impact:	1.5	1.5	1.3	1.3

6.   Trend: There will be an increase in religious and ethnic based terrorism.

Year:	2005	2010	2015	2020
Likelihood (%):	26	30	34	41
Impact:	1.8	1.8	2.3	2.3

7.   **Trend:**   **Disinformation campaigns related to new technologies will appear in many venues (especially the Internet) and will undermine confidence in those technologies.**

Year:	2005	2010	2015	2020
Likelihood (%):	38	44	49	54
Impact:	1.8	1.8	1.8	2.0

8.   **Trend:**   **The evolution of a new drug culture, based on the development of non-addictive, increasingly potent, non-traceable, longer lasting, and more easily produced substances, will challenge society and law enforcement.**

Year:	2005	2010	2015	2020
Likelihood (%):	43	50	63	73
Impact:	2.0	2.5	2.8	3.0

9.   **Trend:**   **Acts of genomic/genetic terrorism will lead to greater pressure for law enforcement to become involved in protecting the food supply and investigating assaults on food production and quality. (Environmental policing)**

Year:	2005	2010	2015	2020
Likelihood (%):	25	31	36	51
Impact:	2.0	2.0	2.8	3.0

10. Trend: As cyber technology advances and tracking the movement of stores of value (goods or commodities) becomes easier, there will be more thefts of non or low traceable stores of value.

Year:	2005	2010	2015	2020
Likelihood (%):	27	33	38	42
Impact:	1.5	1.8	2.3	2.3

11. Trend: Advances in animal farming combined with pressure from animal rights and other opposition groups will lead to the promulgation of numerous animal protection laws as well as greater demands for law enforcement.

Year:	2005	2010	2015	2020
Likelihood (%):	14	21	35	46
Impact:	1.3	2.0	2.5	2.8

12. Trend: Alien smuggling and forced servitude will increasingly occur.

Year:	2005	2010	2015	2020
Likelihood (%):	49	55	53	55
Impact:	2.3	2.3	2.5	2.5

13.   Trend: The declining aggregate crime rate witnessed during the past decade will "bottom out" during the next five years and increases in the crime rate will occur.

Year:	2005	2010	2015	2020
Likelihood (%):	55	61	67	75
Impact:	1.8	1.8	1.8	1.8

14.   Trend: "Outrageous crimes," such as the Columbine High School massacre, or copycat crimes of this nature, will likely continue.

Year:	2005	2010	2015	2020
Likelihood (%):	51	56	55	46
Impact:	2.8	2.5	2.0	2.0

15.   Trend: Courts will continue to invalidate laws on the basis that legislatures exceeded their authority.

Year:	2005	2010	2015	2020
Likelihood (%):	60	61	63	64
Impact:	1.8	2.0	2.0	2.3

Strategies (In Descending Order of Importance)

1. Develop tools and expertise in the investigation of cybercrimes.

2. Develop practices and policies that address terrorism without violating constitutional rights and guarantees.

3. Promote forecasting and proactive planning to address change.

4. Review criminal justice practices universally for ethical considerations.

5. Expand international and domestic information sharing efforts as well as multi-jurisdictional cooperation and communication.

6. Develop alternatives to current practices of recruiting and hiring information technology personnel in police agencies.

7. Engage in more cooperative ventures in identifying criminal trends and developing law enforcement strategies.

8. Integrate services and information sharing throughout the criminal justice system to ensure continuity (e.g. offender tracking, victim tracking).

9. Increase law enforcement training in civil unrest and peacekeeping practices.

10. Establish, maintain, and enhance police relationships between officers and students, teachers, and administrators in public and private schools.

11. Pursue wider implementation of prototype restorative justice programs backed by sound research protocols.

12. Establish effective protocol for rapid identification of substances that have a psycho- tropic effect.

Group 4: The Future of Policing Practices and Philosophies

Trends

1. Trend: Police psychologists will be licensed by the states to insure the highest standard of excellence; all departments will use police psychologists for pre-employment screening.

Year:	2005	2010	2015	2020
Likelihood (%):	24	28	32	34
Impact:	1.7	2.0	1.8	2.2

2. Trend: Police will have highly trained background investigators to ensure that police applicants' backgrounds represent core values of pride, honesty, preservation of life, pursuit of excellence, compassion, loyalty, professionalism, trustworthiness and courage in addition to current requirements.

Year:	2005	2010	2015	2020
Likelihood (%):	40	51	61	68
Impact:	2.3	2.7	3.0	3.2

3. Trend: Agencies will adopt the principles of community policing and problem solving as a daily practice.

Year:	2005	2010	2015	2020
Likelihood (%):	38	53	72	88
Impact:	2.7	3.5	4.0	4.2

4. **Trend:**   **A major shift in emphasis on situational and environmental crime prevention (CPTED) will occur in agencies.**

Year:	2005	2010	2015	2020
Likelihood (%):	28	40	55	68
Impact:	2.0	2.7	3.5	3.5

5. **Trend:**   **"Policing" becomes the primary advocate of gun control.**

Year:	2005	2010	2015	2020
Likelihood (%):	3	3	3	3
Impact:	0.3	0.3	0.3	0.3

6. **Trend:**   **Formal structures will be adopted to support "combat" policing and community policing specialists.**

Year:	2005	2010	2015	2020
Likelihood (%):	11	14	19	22
Impact:	0.8	1.0	1.5	1.7

7. **Trend:**   **Private police for the rich will reduce funding for public policing.**

Year:	2005	2010	2015	2020
Likelihood (%):	10	15	14	24
Impact:	1.0	1.5	1.5	1.8

8.   Trend: **Strategic emphasis on addressing drug issues will shift from a criminal justice to a public health approach**

    Year: **2005**   **2010**   **2015**   **2020**

    Likelihood (%): 19   32   42   54
    Impact: 1.8   2.7   3.0   3.5

9.   Trend: **In order to maintain a quality workforce, law enforcement agencies will develop significant employee assistance and well-being programs.**

    Year: **2005**   **2010**   **2015**   **2020**

    Likelihood (%): 35   41   57   66
    Impact: 2.3   2.7   2.8   3.3

10. Trend: **Artificial intelligence, artificial life forms, self-replicating machines, nanobots, and virtual agents (virtual personalities/entities within cyberspace) will begin to think, reason and exceed humans in their ability to gather information, track leads, and process and draw conclusions from vastly divergent data.**

    Year: **2005**   **2010**   **2015**   **2020**

    Likelihood (%): 15   32   57   79
    Impact: 1.7   2.0   3.2   3.5

11. Trend: **Criminal mental therapy and community re-introduction will replace incarceration for many crime categories. Many behaviors currently regarded as criminal will be re-categorized as treatable illnesses.**

Year:	2005	2010	2015	2020
Likelihood (%):	15	25	40	62
Impact:	1.0	2.0	2.5	3.2

12. Trend: **Consolidation/regionalization of law enforcement agencies and services will occur because of economic constraints combined with society's demand for more efficient and professional police services.**

Year:	2005	2010	2015	2020
Likelihood (%):	29	41	49	62
Impact:	1.7	2.5	2.8	3.0

13. Trend: **Privatized policing will become the norm for the rich.**

Year:	2005	2010	2015	2020
Likelihood (%):	23	36	45	70
Impact:	1.5	2.2	3.0	3.2

14. Trend: **Educational standards for law enforcement officers will increase.**

Year:	2005	2010	2015	2020
Likelihood (%):	33	46	62	81
Impact:	2.0	2.8	3.2	3.5

15. Trend: **Ethics in policing will increase.**

Year:	2005	2010	2015	2020
Likelihood (%):	32	39	51	60
Impact:	1.8	2.4	2.7	2.7

16. Trend: **Information management in police agencies will become more important.**

Year:	2005	2010	2015	2020
Likelihood (%):	34	53	71	86
Impact:	2.3	3.0	3.7	3.8

17. Trend: **Restorative Justice will increasingly find acceptance and will strengthen bonds within community members.**

Year:	2005	2010	2015	2020
Likelihood (%):	18	34	51	68
Impact:	1.2	2.0	2.7	3.3

18. Trend: Crime mapping will increasingly be used to solve and prevent crimes.

Year:	2005	2010	2015	2020
Likelihood (%):	32	50	67	82
Impact:	1.7	2.2	3.0	3.3

19. Trend: Unionization will continue to present a major challenge for agencies.

Year:	2005	2010	2015	2020
Likelihood (%):	73	82	78	82
Impact:	3.7	3.8	3.5	3.3

20. Trend: Community Policing will foster greater communication within agencies.

Year:	2005	2010	2015	2020
Likelihood (%):	31	44	63	73
Impact:	2.2	2.7	3.5	3.8

21. Trend: Police will begin to employ an outcome assessment model.

Year:	2005	2010	2015	2020
Likelihood (%):	17	31	47	56
Impact:	1.2	2.0	2.5	3.0

22. **Trend:** As police develop a preliminary body of "professional knowledge," they will increase their profile as proponents of particular social and legal strategies.

Year:	2005	2010	2015	2020
Likelihood (%):	17	27	39	55
Impact:	1.3	1.5	1.8	2.0

23. **Trend:** There will be a continued shift in delivering police services to the local neighborhood level which allows for more officer empowerment and ownership of neighborhood problems.

Year:	2005	2010	2015	2020
Likelihood (%):	32	35	68	81
Impact:	2.3	3.0	3.5	3.8

24. **Trend:** As agencies move toward requiring a college degree for applicants, emphasis will evolve into consideration of the type of degree as opposed to its mere possession.

Year:	2005	2010	2015	2020
Likelihood (%):	23	39	49	59
Impact:	1.2	1.8	2.2	2.4

25. Trend: **Ethical problems will increase as pressure to get a college degree to be hired/promoted increases (e.g., cheating/plagiarism).**

Year:	2005	2010	2015	2020
Likelihood (%):	5	5	5	5
Impact:	0.3	0.3	0.6	0.6

Strategies (In Descending Order of Importance)

1. Agencies should change to reflect institutional commitment to community oriented policing and problem oriented policing in accordance with the following simultaneous initiatives:

    a. educate the community
    b. change the promotion and reward structures within agencies as necessary
    c. amend agency recruitment, selection, and retention processes as necessary
    d. amend training (recruit academy, field training, and in-service) to reflect the new agency commitment.
    e. improve the stability and continuity of police leadership

2. At all levels of policy, practice, and training including professional standards (internal affairs), the police department must recognize the twin principles that underlie community policing and problem oriented policing: community partnerships and problem diagnosis. In responding to problems and conditions, the police should use the full range of appropriate tactics. These should include but not be limited to government action, zero tolerance, social rehabilitation, crime prevention through environmental design, restorative justice, and others.

3. Policing must take a leadership role in the development of healthy and safe neighborhoods. This responsibility will take place at all levels of the organization. Police should work in partnership with neighborhoods and community institutions and, where necessary, will assist in identifying and developing leaders in the community.

4. Police agencies should become learning organizations by supporting and pursuing action research into neighborhood crime patterns, problem responses, displacement effects, resource allocation and continuous quality improvement.

5. The police should collaborate with other public and private entities to establish a long term strategy for acquisition, development, maintenance and support of rapidly emerging technologies.

6.   Police leaders should receive enhanced professional executive development. This would include education and training such as Senior Command Courses.

7.   Police leaders should continue to take a proactive role in forging working relationships with private police.

Group 5: The Changing Face of America--Demographics and Policing

Trends

1.   Trend: The aging baby boomer generation will demand more services, more accountability, and more effective policing.

Year:	2005	2010	2015	2020
Likelihood (%):	50	71	85	100
Impact:	2.5	3.5	4.0	4.0

2.   Trend: Longer life expectancies, better health care, and growth in the number of elderly will all contribute to an increase in elder abuse, both within families and institutions.

Year:	2005	2010	2015	2020
Likelihood (%):	41	58	75	93
Impact:	2.0	2.8	3.5	4.0

3.   Trend: There will be huge increases in both legal and illegal immigrants; these immigrants will not remain in traditional centers but will locate throughout the United States.

Year:	2005	2010	2015	2020
Likelihood (%):	35	54	71	86
Impact:	2.0	2.3	3.3	3.8

4.	Trend:		There will be increases in ethnic specific crime directed at members of an ethnic group committed by members of that same group.

Year:	2005	2010	2015	2020
Likelihood (%):	35	46	56	64
Impact:	1.5	2.0	2.5	2.8

5.	Trend:		By the year 2020, approximately 38% of the United States' population will be minorities. As such, minority interest groups at the federal, state and local levels will demand unprecedented/greater access to and input in law enforcement policies, procedures, and hiring practices.

Year:	2005	2010	2015	2020
Likelihood (%):	38	53	66	84
Impact:	2.0	2.8	3.5	3.8

6.	Trend:		As society ages and elder crime increases, senior citizens will demand that law enforcement agencies hire elderly persons to monitor emerging crime trends that affect the elderly and ensure that effective strategies are deployed to address elder crime.

Year:	2005	2010	2015	2020
Likelihood (%):	20	29	49	61
Impact:	1.5	2.0	3.0	3.5

7.   **Trend:**   **White males will become a minority group in major police departments**

Year:	2005	2010	2015	2020
Likelihood (%):	25	45	53	56
Impact:	1.3	1.8	2.3	2.5

8.   **Trend:**   **The traditional-aged peace officer recruitment pool will shrink. Those with the desired interpersonal and technological skills will seek employment in less risky and higher paying occupations.**

Year:	2005	2010	2015	2020
Likelihood (%):	40	55	68	71
Impact:	2.3	3.0	3.3	3.0

9.   **Trend:**   **The blurring of virtual reality and life activities in cyberspace with the real world will become the predominant reality for most people. Virtual offices, virtual shopping, virtual education/classrooms, virtual and immersive entertainment, and virtual conferences will constitute the bulk of human existence and inter-personal interaction and relationships.**

Year:	2005	2010	2015	2020
Likelihood (%):	13	29	58	75
Impact:	0.8	1.8	2.5	2.8

10. Trend: Agencies will begin to require that their applicants, both sworn and non-sworn, be certifiably bilingual.

Year:	2005	2010	2015	2020
Likelihood (%):	25	43	46	58
Impact:	2.3	2.8	3.0	3.0

11. Trend: There will be a rise in conflict between non-historically polarized groups (e.g., African-American/Hispanic, African-American/Korean)

Year:	2005	2010	2015	2020
Likelihood (%):	40	54	68	84
Impact:	2.8	3.0	3.3	3.5

12. Trend: Immigrants will bring tribal, ethnic, and cultural conflicts from overseas.

Year:	2005	2010	2015	2020
Likelihood (%):	35	53	66	80
Impact:	1.8	2.5	3.3	3.3

13. Trend: Divisions in society will move from racial to ethnic and then back to racial.

Year:	2005	2010	2015	2020
Likelihood (%):	18	25	51	54
Impact:	1.5	2.3	2.3	2.5

14. Trend: There will be a constant rate of immigration at a rate of at least 900,000 legal immigrants and 225,000 illegal immigrants per year.

Year:	2005	2010	2015	2020
Likelihood (%):	66	68	69	71
Impact:	1.8	1.8	2.0	1.7

15. Trend: While law enforcement has come a long way in the last 25 years in improving relationships with diverse and marginalized segments of the population, in many areas policing is not where it should be. Legal barriers have been removed to prevent disenfranchised groups from entering the law enforcement profession and to respond equally to different segments of the population, but informal barriers will continue to exist and will vary widely depending on the location.

Year:	2005	2010	2015	2020
Likelihood (%):	71	75	80	82
Impact:	1.5	2.0	2.3	2.3

16. Trend: The population over 65 will expand exponentially and will affect the demands on law enforcement.

Year:	2005	2010	2015	2020
Likelihood (%):	19	48	68	74
Impact:	1.3	1.8	2.3	2.5

17. Trend: The number of youth aged 18-24 (traditionally a crime-prone group) will increase significantly.

Year:	2005	2010	2015	2020
Likelihood (%):	44	70	64	45
Impact:	2.0	2.5	2.0	1.5

18. Trend: Income disparity between the rich and poor will continue to grow. In the future, more people will become richer, but more people will becoming poorer as well. The increase of this gap will change demands on law enforcement.

Year:	2005	2010	2015	2020
Likelihood (%):	55	82	94	88
Impact:	2.2	2.9	3.4	2.9

19. Trend: Problem-based learning will be more prevalent in law enforcement curricula and technology will play a much greater role in training.

Year:	2005	2010	2015	2020
Likelihood (%):	62	78	88	94
Impact:	2.2	2.9	3.3	2.8

20. Trend: There will be increased interaction between youth and police.

Year:	2005	2010	2015	2020
Likelihood (%):	65	67	80	84
Impact:	2.2	3.2	3.5	3.4

21. **Trend:** **High-profile uses of force by the police within minority communities will increase, along with increased community outcry and backlash.**

Year:	2005	2010	2015	2020
Likelihood (%):	90	81	65	50
Impact:	3.2	3.1	1.9	1.7

22. **Trend:** **Many of the countries from which people are immigrating to the United States have different attitudes regarding crimes against women. This will impact the number of crimes of domestic violence.**

Year:	2005	2010	2015	2020
Likelihood (%):	64	62	52	51
Impact:	2.6	2.8	2.2	2.1

Strategies (In Descending Order of Importance)

1(tie).   To truly understand their community, police should conduct broad, area-specific assessments including demographic projections specific to their locale. Evaluations shall be continuous and broad- based. Adjustments to philosophies, programs and operational practices should follow based on the demographic reality. Agencies must always remain cognizant of the human diversity and equity issues inherent in a democratic society and incorporate appropriate equity practices into their organization.

1(tie).   Policing agencies should subscribe to a participative power-sharing philosophy and align their operational practices with that philosophy. The power-sharing needs to be both internal and external to the agency.

2.   To fulfill the roles that will be required of police in the future and to meet the need for diversity in law enforcement, recruiting should concentrate on candidates with a wide range of backgrounds and with education levels at least commensurate with those of the community. Recruitment in the 21st century needs to utilize modern marketing techniques.

3.   Based on a comprehensive community needs assessment, creative, non-traditional, problem-solving training and education conducted in partnership with the community is essential to policing the diverse populations of the 21st century.